

Henry Baldwin Stone

1851——1897



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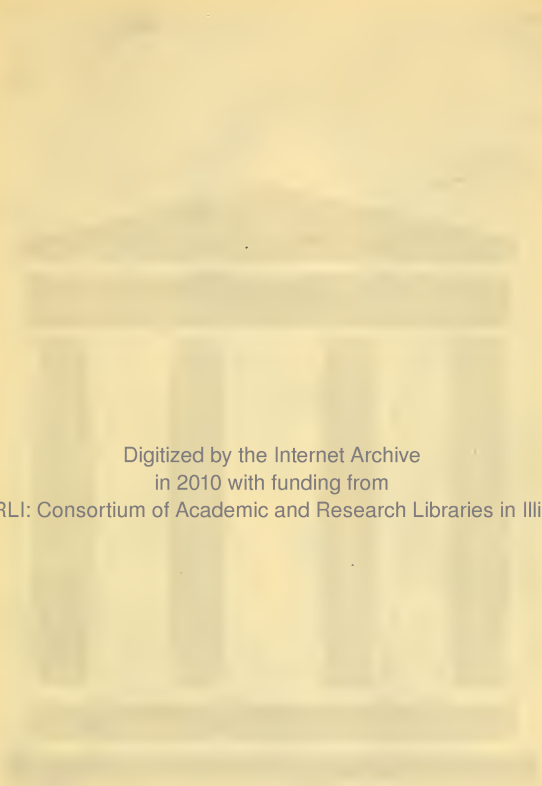
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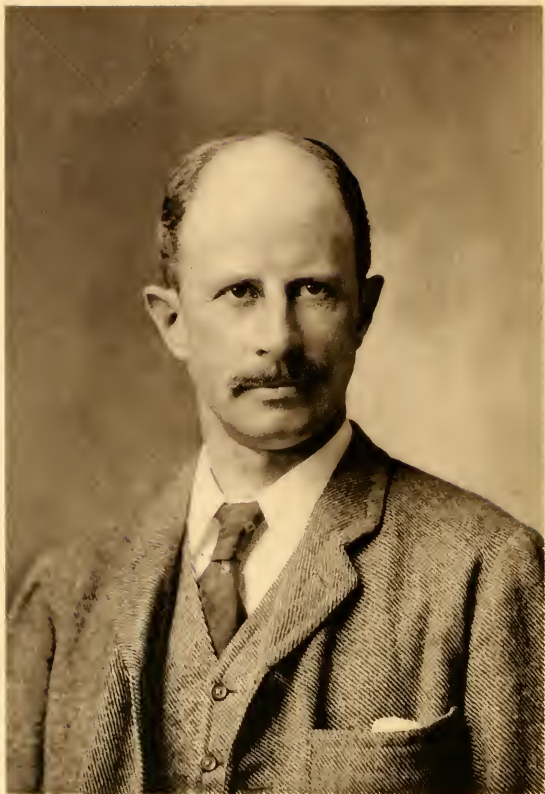
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FROM A PHOTOGRAPH BY ALFRED COX OF CHICAGO  
AUGUST 4, 1898





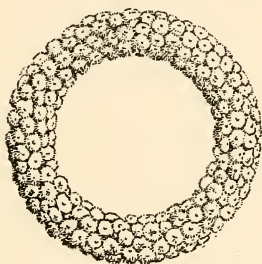
FROM A PHOTOGRAPH BY ALFRED COX OF CHICAGO  
AUGUST 4, 1893



IN MEMORY  
OF  
HENRY BALDWIN STONE

Born, September 4, 1851.

Died July 5, 1897.



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## PREFACE.

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THE following pages contain the principal articles which appeared in the literary and technical journals about Henry Baldwin Stone, and also some of the resolutions and memorials adopted by the organizations of which he was a member. They have been brought together, substantially without alteration or correction, because it was felt that they were worthy of preservation as showing the appreciation of Mr. Stone's many sterling qualities by the community at large. Many of the articles which appeared in the daily papers were not considered of sufficient permanent value to include with these.

When one stops to consider the never-flagging interest in history, biography, and fiction, an interest centered in the study of human character, one must conclude that these brief sketches will be of real and per-



manent interest to Mr. Stone's many friends. Strong characters are so little understood, and, indeed, so often misunderstood, that it must always be a pleasure for us to know what others have found in the character of our friend. It must open our eyes to unappreciated depths even in a character we have admired.

We read these pages and say to ourselves Paul's oft quoted words, in his Epistle to the Philippians: "Finally, brethren, whatsoever things are true, whatsoever things are honorable, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report; if there be any virtue, and if there be any praise, think on these things."

F. A. D.

CHICAGO, July 1, 1898.





An Editorial from the "Chicago Evening Post,"  
July 6, 1897.

It is difficult to describe the mingled feeling of amazement and horror with which this community heard of the shocking death of Henry B. Stone at Nonquitt yesterday. Of all the prominent men in Chicago he was about the most unlikely victim for such a typical Fourth of July catastrophe. It would have been hard to find a cooler, more cautious, sagacious man than Mr. Stone. All of the training of his youth and the experience of his manhood would seem to preclude the act which resulted in his instant and terrible death. The lightning of our savage and dangerous method of celebrating our national anniversary struck the one whom, of all that knew him, it would have been insult to warn.

To those who knew Mr. Stone by reputation only the announcement of his untimely death was almost as bewildering a shock as to his friends and intimates. It was everywhere received with awe and regret. Men



who have been accustomed to play with fireworks all their lives, stood aghast at a tragedy which they had time and time again invited themselves. They shuddered as they recalled how often they had put their lives in similar jeopardy against the warnings of reason and undeterred by the instinct that makes an animal suspicious of an extinct squib. To all it seemed a life needlessly and cruelly sacrificed upon the annual altar of patriotism.

To the entire community, the death of Mr. Stone is the loss of one of its most active and broadly useful citizens. He had been associated for many years with such large affairs as the management of the Chicago, Burlington & Quincy Railroad, and the Chicago Telephone Company, and in every relation proved himself a man of singular energy, force, and ability. He took a prominent part in the directory of the World's Fair, and his associates in that great undertaking bear universal testimony to his remarkable keenness of insight and readiness of resource. Mr. Stone had taken an active interest in the artistic, musical and intellectual development of Chicago.



But the loss of the community cannot compare, in its stunned and deep bitterness, with that of Mr. Stone's immediate family and close friends. To them the blow comes with unrelieved suddenness and horror. The public can only extend to them its full sympathy.



From the "Western Electrician," July 10, 1897  
(published in Chicago).

On July 1st Henry B. Stone, for seven years the most influential exponent of the Bell telephone interests in the West, resigned the presidency of the three companies with which he was connected. He intended to devote some time to travel and recreation before again plunging into that industrial activity for which his talents so conspicuously fitted him for leadership. He journeyed to his summer home in Massachusetts, near New Bedford, to celebrate Independence day with his family and to rest before putting into execution his plan of travel. There, at the seashore, he met death on July 5th, in the full prime of useful manhood, by the unexpected explosion of a bomb in a fireworks display.

The manner of death was distressing. The newspapers give the account. Mr. Stone was entertaining a party of friends with a display of fireworks. The principal piece was a mine, which was so devised as to scatter, when ex-





ploded, a number of vari-colored tissue-paper animals and make them fly through the air. Suddenly, without warning, the bomb he was about to set off exploded prematurely, causing instant death. The skull was fractured and the face mutilated by the explosion. Mrs. Stone, with the two sons and two daughters of the family, were, with the assembled guests, witnesses of the terrible accident, which occurred late in the forenoon. The physician who was summoned with horror-stricken haste could do nothing. The funeral services were held in New Bedford, Mass., at the home of Mr. Stone's mother, on July 8th. A number of Chicago gentlemen attended.

Mr. Stone was a man of great energy and ability, and he was remarkably successful in the direction of affairs. Perhaps no man in Chicago had a higher reputation for keen business sagacity, for quick insight, for well-ordered judgment. His career is interesting and instructive. The son of a leading lawyer in his native town, Henry B. Stone was born in 1852 in New Bedford, Mass. He was educated at Exeter Academy and at Harvard University, graduating from the latter insti-



tution with a bachelor's degree in arts. The young collegian had an aptitude for practical affairs, for mechanics, and he secured employment in a machine shop of the Waltham Watch Company, afterward working in the Boston Ordnance Works. His next step in life proved to be an important one, for by it he entered the railroad business, in which he made a commanding success. He went West and secured a position with the Chicago, Burlington & Quincy Company. He began at the bottom of the ladder, in the machine shops at Aurora. He worked as a mechanic at first, carrying his own dinner-pail, and living in the same manner as his fellow-workmen. But he had an unusual aptitude and applied himself unceasingly. Step by step this college-bred mechanic worked his way up, until he became general manager and second vice-president of the great Burlington system. During the important locomotive engineers' strike of 1888 Mr. Stone fought the men resolutely, and he came out of the grim contest victorious. The struggle engrossed the attention of the entire country, and it made Mr. Stone famous. It is thus



described by a writer in the "Chicago Times-Herald" :

"As soon as the strike was declared by the engineers Mr. Stone took up the gauntlet and displayed consummate ability in meeting their measures at every point. He at once opened recruiting offices in the eastern states, and secured the services of several hundred engineers formerly in the employment of the road. In order to improve their skill he opened a school, where the use of the air-brake and other similar appliances was taught. So great was his interest in the contest that he was not willing to be out of reach of the dispatches at night, and for a long time he slept on a cot in his office. It was largely due to his masterly judgment that the final result of the year's fight was a victory for the road—a victory so complete that, when several years later (in 1894) the great railroad strike under Debs was inaugurated, the Brotherhood of Locomotive Engineers showed little inclination to participate."

Mr. Stone resigned his position with the railroad company soon after the settlement of the strike and spent some time in travel. In 1890 he cast his lot with the Bell telephone interests, and up to July 1st, as has been stated, his was the commanding figure of the



Bell Company in the West. He was president of the Chicago Telephone Company, the Central Union Telephone Company and the Bell Telephone Company of Missouri. He is believed to have known more about the inside management and policy of the American Bell Telephone Company than any other man in the West, and his counsel was highly esteemed in the inner circle in Boston. He was not, of course, a telephone pioneer, like the late F. G. Beach, but his marvelous executive ability and far-reaching business generalship made his services of the greatest value to the western telephone companies. When he announced his resignations he was entreated to remain, but he persisted in refusal. Perhaps his retirement may be considered significant of the changed conditions of the telephone industry. At any rate, a gentleman who was on terms of close intimacy with Mr. Stone makes this statement : "He resigned because he felt that he had completed the organization of this work. He could not bear to become a mere operating man. His ambitions, which were about to be gratified, were far higher than such a life could bestow ; and if any one ever had a right to entertain am-





bition, he had, judging by the marvelous record he had made by his forty-fifth year, when he died."

Mr. Stone had much to do with the building of the World's Fair. He was the chairman of the committee on grounds and buildings, which was the real body that constructed the exposition, and thus, while he held that place, he was, perhaps, the most important officer of the local directory. He co-operated sympathetically and intelligently with Mr. Burnham, the chief of construction, and was, indeed, one of the strongest men in the body of notable men that formed the governing board of the Chicago corporation.

Mr. Stone was a member of the Chicago Club and of several other social and literary organizations. For many years he had made his home in Chicago, and, a type of a high standard of American citizenship, his death is a distinct loss to the community. A wife and four children are left.



From "The Railway and Engineering Review,"  
July 31, 1897 (published in Chicago).

The readers of the *Railway and Engineering Review* have been apprised, through the medium of the daily papers, of the sudden and tragic death of Henry B. Stone on July 5th. His prominence in the railway world for a number of years, and his influence for good in the community, is such as to warrant us in making a somewhat extended review of his interesting character and brilliant though short career, beginning with his work as a foreman in the Aurora locomotive shops of the Chicago, Burlington & Quincy Railroad in 1877 and ending with his resignation as second vice-president in 1890 to take the presidency of the Chicago & Central Union Telephone Companies, and act as the western representative of the American Bell Telephone Company. Even in this comparatively short career, Mr. Stone had exhibited such qualities of energy, persistence and quick perception of essential details, coupled with courage and moral rectitude, as few men possess.



His influence as a railway man was felt throughout the country, and this is attested by the men who met him in meetings and conventions. He took an important part in the General Time Convention, and in the subsequent meetings of the American Railway Association in their work of adopting the "standard code" of rules. The men who came in contact with him, whether in the committee room or the general assembly, bear testimony to the immense influence which he carried with him in deciding vital questions by the sheer force of his clear comprehension of important details and his determined insistence upon them.

As a railway officer, he was a strict disciplinarian, and though exacting in his requirements from others, was no less exacting with himself, but, on the contrary, set a high example of devotion to duty, and, for that reason, with all who were ready to render energetic and faithful service, he was a man looked up to as little short of a "hero." In the struggle of the Burlington Road with the Brotherhoods of Locomotive Engineers and Firemen he was brought prominently before the eyes of the public. Those who were



familiar with the conditions which led up to that conflict, know that the struggle was inevitable, because the men, led by false prophets, headstrong leaders, had made demands which the officers of the company could not concede. On Mr. Stone fell the brunt of resisting the fight which was waged with intense bitterness for many weeks. The body of the engineers and firemen who struck, had admired Mr. Stone, and he had done much for them in the past, but they found themselves arrayed against him simply because they feared to resist the strength of the organization they had themselves created. Every one knows the result of that conflict, but every one does not know and cannot realize the strain on the man who, fighting for his employers and for a principle, got little sympathy even where he had a right to expect it. Soon after the termination of the strike in 1888, Mr. Stone was made second vice-president of the Burlington system, but in 1890 resigned his position, quitting the profession in which he had shown a remarkable capacity, for what seemed to him, an even larger field of usefulness—that of electricity. His versatility and persistence in





mastering complex and intricate details quickly made him the most important man connected with the Bell telephone interests in the West.

During this connection with the telephone companies he became a director of the World's Fair, and, with characteristic energy, threw himself into the work, taking a very active part as chairman of one of the most important committees. On July 1 last, his resignation as president of the telephone companies took effect, and he was ready (as few men ever are) for such new work and responsibilities as might come to him. Hence it is not strange that his friends should feel that, in the remarkable fatality which overtook him so shortly after, he was called by the Great Master for work more important.

Mr. Stone carried into railroad work a mind singularly well trained to the intricate necessities of the period of development in which he lived. Born in New Bedford, Mass., in 1852, he went as a boy to Phillips' Exeter Academy where he was fitted for college. In 1873 he graduated at Harvard University and took a year's course in mechanical engineering at the Massachusetts



Institute of Technology. With a remarkable aptitude for mechanics and mathematics, he plunged into actual shop work, spending a year in a large cotton mill at Waltham, Mass., then upwards of a year in the gun foundry of the South Boston Iron Works, and from there he went to the shops of the Burlington road at Aurora. Entering as a thoroughly equipped mechanic, he quickly rose to an important foremanship, and subsequently became master mechanic, then superintendent of motive power.

To the hosts of friends and acquaintances who can no longer look into his keen and penetrating eyes and never again feel the pressure of his cordial and straight-forward grasp of the hand, Mr. Stone's death, in the very mid-day of useful manhood, will be a great loss, but to friends and the community as a whole, the feeling of personal loss is absorbed in the feeling of sympathy for the terrible shock to the family and relatives on whom the blow falls with greatest force.



From the "Railroad Gazette," August 13, 1897  
(published in New York).

Mr. Stone's influence in railroad affairs was very great, and, as you doubtless know, he took a prominent part in the General Time Convention, later in the adoption of the Standard Code and in the advocacy of signals and safety appliances—for example, air-brakes. He was a man of much force and energy, of remarkable quickness of perception of essential details in complicated matters, of singular and unquestioned courage and moral rectitude.

He was one of the early railroad men of the new school, and carried into railroad work, at an important period of its development, a mind singularly well trained to the intricate necessities of that period.

He was born in 1852, went as a boy to Phillips' Exeter Academy, graduated at Harvard University in 1873, took a year's course in mechanical engineering, mathematics and shop work at the Massachusetts Institute of Technology in Boston, then a year in a large



machine shop at Waltham, and upward of a year in the gun foundry of the South Boston Iron Works. From the latter place he came early in 1877 to the Aurora locomotive shops of the Chicago, Burlington & Quincy, entering as a trained mechanic and in the position of a foreman (not general foreman). His rise in the motive-power department you are familiar with, and also his resignation in 1890 of his position as second vice-president to take the presidency of the telephone companies.

His connection with the strike of the engineers in 1888 is not generally understood. It is supposed by some that he brought it on by being too arbitrary, or on account of his unpopularity. Any such view is wrong. Mr. Stone was very popular with the enginemen and shopmen. He was their hero and champion, and had done much for them in the past. As students of the labor question must know, the storm had been brewing some time, the brotherhoods felt themselves irresistible. A few men holding influential places had little by little made greater and greater demands until the final one which brought on the fight with the Chicago, Bur-





lington and Quincy. Henry Stone bore the brunt of that fight most manfully, against heavy odds, and with scant sympathy from those from whom he had some right to expect it. He fought a good fight in the interests of his employers, toward whom he at all times felt a high sense of duty, and he fought, too, for a principle, and settled for many years the question of whether the owners of a railroad or the employes shall dictate its policy.

We have said nothing of Mr. Stone's connection with the telephone interests, nor of his energetic work as a World's Fair director, because other journals have dwelt upon that.



From the "Railway Master Mechanic," for August, 1897 (published in Chicago).

Mr. H. B. Stone died at Nonquitt, Mass., July 5, from the results of injuries caused by the explosion of a piece of fire-works. It is difficult to become reconciled to the passing away of such a man, at such a time, and in such a manner as he was called. Mr. Stone was one of those rare men who are brought into the world with a mission, and his mission was evidently to promote all that was good and true in life. He was young at the time of his death, only forty-five, but he had already made his way in the world with most remarkable strides, and on all sides, as he worked his way up from small beginnings, he left the impress of his noble character. His associates vie with each other in relating instances in which some act of his, some earnest word from him, had led them to higher aspirations. Mr. Stone's most notable work, perhaps, was that which he gave so enthusiastically to the service of the Chicago, Burlington & Quincy Railway.



No greater testimony could be given of the completeness with which he identified himself with that property than to say that up to the day of his death he was constantly talked about on the Chicago, Burlington & Quincy road. Even since his death questions pertaining to that road and its management can hardly be discussed without bringing up Mr. Stone's name. This was very strikingly shown on an inspection trip recently made over the line, when, in discussing various physical conditions of the road, Mr. Stone's name was constantly brought into the discussion. This shows how closely he identified himself with everything with which he was connected. An old-time associate, in writing to us of Mr. Stone, says: "Mr. Stone was a very unusual man, and had he lived, would doubtless have made his mark in history. When the American Railway Association was eking out a precarious existence at various times, it was Mr. Stone's practical arguments and convincing talk that held the association together. When he retired from railroad work we all knew how impossible it was for him to remain inactive. He soon became one of the directors of the



World's Fair, and was one of the most active men on the board. He was vice-president of the Commercial Club of Chicago, and it was only because he directly opposed it that he was not made president of the club. Mr. Stone's reason for not wishing to be president of the club was that he was not financially fixed to meet the demands of such a position. It must have been very flattering, however, to think that among so many broad-minded, progressive, successful men, as are collected in the Commercial Club, that a young man like Mr. Stone should be selected and almost urged against his judgment to preside over them. I could tell you a good deal about Mr. Stone's railroad work and the talents for generalship that cropped out with him when great difficulties arose. Myself and others were with him through three or four strikes. By with him I do not mean sitting in the office, but with him in the yards and depots, and where the men were making trouble. We always felt very sure that what Mr. Stone said and did would be right. In anything you write you cannot praise him too much on this score." When he first came to the Chicago, Burlington & Quincy, about





the year 1878, he went to work in the Aurora shops as a journeyman machinist. He soon was promoted to be gang foreman, and always took great interest in one engine that was built under his supervision. After that he was employed by Mr. Challender, superintendent of motive power, on the special duty of investigating devices and methods that were being looked into and tested on the engines. His next promotion was to be division master mechanic at Aurora. When Mr. Challender resigned, Mr. Stone succeeded him as superintendent of motive power, January 1, 1880. He was made general superintendent in the fall of 1881, and subsequently he was made assistant general manager, and May 1, 1885, he was made general manager. When Mr. Ripley was made general manager, November 1, 1888, Mr. Stone was made vice-president. When Mr. Stone left the Chicago, Burlington & Quincy in 1890, he became president of the Chicago and Central Union Telephone companies, and resigned just before his death to go abroad for a rest. His career in this telephone work was one of brilliant success. Mr. Stone's handling of labor troubles on



his road attracted wide-spread attention to him as a man of rare courage, executive ability and untiring industry. The generalship here displayed was of the highest order ; and in the troublous times, when violence was resorted to, he shone at his brightest. No labor was too great, no fatigue too oppressing, no danger too formidable, for him to meet. The stories told of his bearing and effective personal work in the thick of the fray—right on the ground among the tracks—reveals the true greatness of his ability and the nobility of his character. In Mr. Stone's death the world loses a truly remarkable man. A complete story of his active, tireless, brilliantly successful life—a life that was not only terribly earnest, but notably sweet—would form a most excellent pocket companion for ambitious young men.



From the "American Engineer, Car Builder and Railroad Journal" for August, 1897 (published in New York).

The death of Henry B. Stone, formerly vice-president of the Chicago, Burlington and Quincy Railroad, which resulted from an accident at Nonquitt, Mass., July 5, removed one of the men of whom any country might be justly proud. He was but forty-five years old, and his life was so full of promise that, had he lived a few years longer, he would, without doubt, have made his name still more favorably and widely known. A friend who was close to him for nineteen years says that he had come to regard him more and more as a man of exceptional ability. He was energetic, courageous, ambitious and industrious, and, withal, his was an uncommon integrity; in short, he was a type of the very highest standard of American citizenship. His railroad work, wherein his ability as an organizer and executive was brought out, was, perhaps, his greatest success, although he showed the same keenness and command



of difficult situations in his later undertakings. His remarkable ability as an executive was seen in the conduct of the great Chicago, Burlington & Quincy strikes of 1888, when he was general manager of that road. There are differences of opinion as to the wisdom of the policy which was then followed by him, but there can be no doubt of the fact that he put the wishes of his superiors into effect, and in so doing he made use in a masterly way of every factor which could be employed to carry out the purpose in hand. It must be conceded that there are few positions as trying as was his at that time, and the fact that in the past nine years railroad strikes have been so few in number must in a large part be credited to him. It is significant that one of the men who stood under him at that time now says: "We always felt very sure that what Mr. Stone said and did would be right." He was conscientious, and had the respect and confidence of his staff in all that trouble. His death cast a gloom over the employes of that road, though he had not been connected with it for seven years. The American Railway Association owes much of its present





successful standing to Mr. Stone, and his assistance in carrying through the project of the World's Fair in Chicago contributed materially to the ultimate success of that undertaking. He was highly honored by the Commercial Club of Chicago, in being sought, among many broad-minded, progressive, successful men, as its president, but declined.

Mr. Stone was graduated at Harvard University, but subsequently took a course in mechanical engineering at the Massachusetts Institute of Technology. After graduation he became connected with an ordnance concern in Boston, and, while successful in that line, he found that the field was not in every way suited to his ambition, and in 1878 he resigned a position which was lucrative in order to take a position as journeyman machinist in the mechanical department of the Chicago, Burlington & Quincy Railroad at Aurora. He was soon promoted to the position of gang foreman, and always took great interest in an engine that was built under his supervision. After that he was employed by Mr. Challender, then superintendent of motive power, on the



special duty of investigating devices and methods that were being looked into and tested on the engines. His next promotion was to the position of division master mechanic at Aurora. When Mr. Challender resigned, Mr. Stone succeeded him as superintendent of motive power, January 1, 1880, and was made general superintendent in the fall of 1881. Subsequently he was made assistant general manager, and May 1, 1885, general manager. November 1, 1888, Mr. Stone was appointed vice-president, and in 1890 he resigned to take the presidency of the Chicago and United Telephone companies. Mr. Stone was a rare man, and of his life the chief lesson for young men appears to be the value of preparation by education and continuous study, coupled with indomitable perseverance and energy in fulfilling the trusts which were reposed in him. His selection of subordinates was wise, and his treatment of them was such as to bring out all their best capabilities, and these are now among his greatest admirers and sincerest mourners.



Resolutions adopted by the Commercial Club of Chicago at a Special Meeting held July 8, 1897.

The joy and exultation with which the American people hail and commemorate their national anniversary have rarely been more demonstrative than they were on the Fourth of July which has just passed, but never has that celebration been marred for the citizens of Chicago and for the members of the Commercial Club by so sad an event as the death of Henry Baldwin Stone at Nonquitt, Mass., where, with a patriotic enthusiasm characteristic of him, he was joining with his family and friends in the celebration of the day.

In common with his friends and the citizens of Chicago generally, the members of the Commercial Club feel that a sad public loss has been sustained, and they desire to place upon record, in the best words at their command, their high estimate of Mr. Stone as an unusually wise, capable and public-spirited citizen, an honorable and high-



mindful man, an accomplished gentleman, and a genial and lovable companion.

Mr. Stone was a fine example of the young man reared in an eastern home to ideas of refinement and probity, and liberally educated at one of our highest universities, who afterwards turns his attention to affairs of the most practical nature, and, by simple industry, honesty and devotion to duty, so impresses his character and capacity upon his associates that he is successively chosen to one position after another of large responsibility and authority in important corporations composed of ambitious and capable men. He was chosen because of his character and ability, and not because influential friends made places for him.

Placed in many trying positions, he was always found firm, resourceful and courageous, but also just, charitable and considerate. Those who differed from him were always compelled to respect his motives ; and where he was brought into active and acrimonious conflict with individuals and with organizations (as he frequently was, and especially on one great occasion), his evident firmness and justice were such that no permanent animos-





ity toward him personally was ever left in the minds or hearts of his antagonists. He was a man of great independence of conviction and of great tenacity of purpose, because his convictions were founded upon high moral grounds and upon careful thought, and yet in all controversies his habitual bearing towards his fellows and associates was always so tempered by forbearance and courtesy, that all with whom he was brought into contact, not only came thoroughly to respect him, but became his warm friends and admirers. His loss seems the harder to bear for the reason that he was still a comparatively young man, and, although he had accomplished much for himself, his friends and the public, it was to be expected that the future had in store for him still greater usefulness and fuller achievement.

What might have been expected of Henry B. Stone in the future it is impossible to estimate; he is gone, and all that remains possible to us who survive him, inasmuch as we cannot in a body attend his funeral, is to put upon record, in the simplest and plainest way, our high estimate of the companion



and friend we have lost, our heartfelt sorrow and our deep sympathy for those friends and relatives whose pangs of loss and bereavement must be so much more keen than our own.



Resolutions adopted by the Harvard Club of  
Chicago.

HENRY BALDWIN STONE, Class of 1873.

1851—1897.

The college graduate for the past score of years has had the advantage of a living example of a man achieving success and high standing through clean methods and earnestness of purpose. This example has been Henry Baldwin Stone. His life, too short for the career he had mapped out for himself, and far too short for the needs of the community, was complete in achievement and devotion to principles. The conscientiousness with which he marked out the straightest course and then "hewed to the line" makes him a model for all men. He stood firmly for the ideals of Harvard teachings. "Veritas"—the truth, the whole truth, unvarnished, without duplicity—was his principle, and no son of Harvard was ever more faithful to it. Never can we forget the many manly qualities which marked him among men, his courage, his de-



termination, his quick perception, his tireless energy ; therefore be it

*Resolved*, By us, the members of the Harvard Club of Chicago, that in the death of Henry Baldwin Stone, of the class of '73, Harvard men in general, and the Harvard Club of Chicago in particular, have lost a comrade and leader whose memory we should honor by keeping his life ever before us ; and be it further

*Resolved*, That these resolutions be spread upon the minutes of our Club, there to testify to the high appreciation in which we held our comrade.





MEMORIAL OF

HENRY BALDWIN STONE

Read at the Chicago Literary Club, at a Meeting  
held April 4, 1898

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HENRY BALDWIN STONE was born in New Bedford, Mass., on September 4, 1851, and died in Nonquit, Mass., July 5, 1897. In him were united strains of Puritan and Quaker blood, which combined to intensify qualities common to both. The Puritan, like the Quaker, was strenuous and firm, apt to consider everything in relation to large systems of thought and conduct, and hence to magnify what others might deem trifles into affairs of moment; consequently each was ready, even on seemingly insignificant occasions, to sacrifice upon the altar of principle, much that tender souls count precious. These traits, characteristic of



both Puritan and Quaker, were dominant in Henry Stone.

On the last day which Mr. Stone spent in Chicago—June 30, 1897—one of his most intimate friends dined with him by invitation at the Chicago Club. "When we had lighted our cigars," writes his friend, "breaking his previous habit of entire reticence concerning himself and his career, he said: 'Now, I want to tell you about myself,' and then he gave a brief sketch of his life up to that moment. He said he felt that it had all been a consistent training, and all for an object, too; that he was forty-five years of age, able and hearty in mind and body. 'And now,' said he, 'I want to begin the real work of my life. I have ten or fifteen years of activity before me, and I want to use them to the greatest advantage. I resigned from the telephone presidency because I can't bear to go on merely administering a completed thing. I must have occupation that will give me all I can do in the way of organization; it must be a machine having large movements. I have two things that have been offered to me—one in finance and the other in railroading; the latter is the one that will



open up the broadest field for usefulness to me, and when I return, in about four or five months, I think I will shy my beaver into that ring.' He said much more to the same effect, and ended, when about to step on the car at Twelfth Street Station: 'Well, old fellow! what do you say about it all? I have been giving you a good deal about myself because you appreciate that I don't want money but do want work. Do you think I have done well in leaving the Telephone Company?' I answered as I deeply felt: 'Any ambition you entertain you have a perfect right to follow; your whole past proves that you will reach the mark, and that nothing can stop you.' His eyes filled with tears, and he grasped my hand and stepped aboard, and that was the last glimpse I had of his noble face."

Both Mr. Stone and his friend judged wisely. His career up to that time had been a process of education which had prepared him for large enterprises and brilliant achievements. He had enjoyed exceptional opportunities of education in the formal and accepted use of the term, having been prepared for college at Phillips Academy, Exe-



ter, and graduated from Harvard in the class of '73. But his real training came through the experiences of actual life. After graduation, he determined to study practical mechanics, and to this end entered the machine repair shop of the Boston (cotton) Manufacturing Company at Waltham, Massachusetts. He continued at the work patiently and persistently for two years, and was then promoted to a foremanship, leaving, however, in the spring of 1876, to grasp what seemed to him a better opportunity in the gun foundry of the South Boston Iron Works. The work here interested him very much, but he soon found that business was dull and would not keep him occupied. Notwithstanding family ties, for, in September, 1874, he had married Miss Elizabeth Mandell of New Bedford, he determined, with characteristic energy and foresight, to embrace the opportunity of a year's technical training, and entered the Massachusetts Institute of Technology in Boston, completing the mechanical engineers course of two years in one year. Throughout this year of close study, he kept in touch with the progress of the work in the gun





foundry, watching, and in a great measure actually superintending, the construction of what was at that time the most formidable piece of ordnance (an 80-ton steel tubed gun) which had ever been built in this country. However, despite his interest in the work, the prospects did not seem sufficiently bright to warrant his continuance there, and with no little disappointment he decided, in December, 1877, to strike out into a new field. He went at once to Aurora, Ill., entering the shops of the Chicago, Burlington and Quincy Railroad Company.

His rise with the Railroad Company was very rapid. A man of just his tireless energy and quickness of perception was needed, and because he proved himself so well fitted to the work, his superiors pressed him forward into positions of more and more responsibility. Beginning as a gang foreman in the locomotive erecting shops, he was soon made assistant to the Superintendent of Motive Power; then Master Mechanic of the Division, Superintendent of Motive Power, and, in the fall of 1881, General Superintendent. In less than five years he was again promoted to the position of General Manager.



While General Superintendent, and subsequently as General Manager, he exercised great influence on railway affairs throughout the country. He was soon recognized as a leader among railroad men, and took a very prominent part in the General Time Convention which fixed the "zone" system of time for the United States. Subsequently, when the General Time Convention, under its present name of the American Railway Association, considered such problems as the "Uniform Code of Rules," "Rules for Signals and Interlocking," etc., he took an active part and carried great weight in the deciding of intricate questions by the sheer force of his clear comprehension of important details and his determined insistence upon them. During this period he was obliged to take part in settling conflicts which brought out the sturdy qualities of the man. In 1886, when St. Louis and East St. Louis were the centers of riots, and the entire population seemed to be at the mercy of a band of reckless communists, he did more than any other one man to restore order and start again the wheels of commerce and industry. The remarkable courage and determination which



he showed at that time proved clearly that he had the coolness, fearlessness and magnetic power which stamp successful military leaders. Quickly realizing the helplessness of the situation, he made the bold move of purchasing sixty Winchester repeating rifles, with about a hundred rounds of ball cartridges for each rifle. He then summoned some twenty or thirty of the most reliable men on the St. Louis Division, organized a little company, with a commander, first and second lieutenants, etc., which established itself on the "Q." property in East St. Louis, keeping off from it all trespassers. The Company's property was located on the river front, the plan of it being a triangle, which was approached by railroads on a steep embankment. The river front was the base of the triangle, and the approach of the other roads was at the apex. At the apex a temporary fort was thrown up with ties, the men afterward dubbing this Fort Stone. An officer of the regular army subsequently remarked that the position was impregnable, and that it would have required artillery to have dislodged even the small force of thirty men. These men, headed by



Mr. Stone, constantly drove the mob back from the levee, which was the principal place of attack. Often before starting out on one of these expeditions, he would make a short address to the men, repeatedly urging those who had any fear not to feel obliged to go with him. On one occasion, having driven off a mob of several hundred men, and noticing the Superintendent of the Chicago and Alton railroad surrounded by a crowd at the Alton freight house, and apparently at their mercy, he shouted out, in the flush of his success, "Do you want me to drive that mob off?" The Alton Superintendent begged him to do so, whereupon the thirty "Q." Winchesters advanced and the mob, with corresponding quickness, retired. After Mr. Stone's management of affairs had become known, a message came from the Louisville & Nashville people, begging him to come to their assistance, as their quarters were hemmed in by a howling mob. This was a serious call, as, owing to the shooting of innocent citizens in the fusilade made by the representatives of the law, there had arisen a most intense feeling against the police or any who were doing the work of





the police. In this emergency, instead of ordering his men out as he had done before, Mr. Stone called for volunteers. Every man but one stepped to the front, offering his services. The men, armed with rifles, got on a flat car, and Mr. Stone, with an engineer and a fireman, boarded the engine. While they were going along one of the mob ran to throw a switch. Mr. Stone at once leveled his rifle, but the engineer cautioned him not to shoot, saying that he did not believe the fellow would throw the switch. The man subsequently backed away without disturbing anything, and so saved his life. Later the Louisville & Nashville quarters were reached, all the besieged embarked on the flat car and were brought to the Chicago, Burlington & Quincy quarters in safety. Mr. Stone's account of one of these scrimmages, given in a letter to a friend, reveals the character of the man as well as his power to handle a difficult situation :

EAST ST. LOUIS, 10 April, '86.

I got here a week ago yesterday; the monkey and parrot never *had* such a time as we've been through. I mailed you to-day's *Globe-Democrat*, with a full and remarkably accurate account of yes-



terday—you had better look it up at P. O. if you don't get it with this.

Thursday afternoon, with five deputies and drawn revolvers, backed up at thirty paces by a squad of ten in line with Winchester rifles, I drove a crowd of eighty or more from the levee in front of the ferry boat. Our revolvers were double-action (self-cockers), and we had to use them as clubs, always being ready to shoot on the instant. I never bounced men around so in my life, or got in such a heat. We would shove a man along, hit him over the shoulders with the revolver, and when he swore he would shoot us if we touched him again, just up and hit him harder than ever. I had a good lot of men, all in our service, who knew me, many of them old soldiers. I drilled them constantly, and could depend on their steadiness and not shooting too soon. We did not fire a shot, but were driving and clubbing for fifteen to twenty minutes. Fine work for a General Manager! But it had to be done, and I had to take the lead. This was our worst scrimmage. The militia are now in full control and things look better, and I have had an "ogs-perience."

Yours,

H. B. S.

Later in the same year came the freight handlers' strike in Chicago, an account of which, furnished by one of Mr. Stone's friends and associates on the road, shows vividly the make-up of the man :



“He established his headquarters at the Harrison Street depot. We had a number of men at work, principally shopmen from Aurora, and some stragglers that were occasionally hired. At that time police protection was not very good. The Haymarket dynamite disaster had not taken place, and the authorities generally discredited the extent to which the strikers and those associated with them would carry matters. That calamity, however, made it evident that a terrible crisis was already upon us, and Mr. Stone rose to the occasion, although at a fearful personal sacrifice. We had learned, with a good deal of distress, that his son, Malcolm, was very seriously ill. Mr. Stone, however, was on duty every morning with the rest of us. I recollect especially the mingled feeling of horror at the extent to which the strikers and their associates were violating law and order, and distress over the fact that our General Manager was likely that day to lose a son who we knew had always claimed a very large share of his affection. I went into the freight house during the morning to get some instructions, and found Mr. Stone seated on a box in the



middle of the freight house. He was not looking about much, but I could see he was thinking a great deal—whether it was about the strike or his sick and distressed family he alone knew. As soon as I came up he at once talked about the Haymarket disaster, and that now was the time for each of us to do all we could to push the work, encourage the men who felt weak, and add to our forces wherever opportunity offered, retiring gradually the shopmen. He talked to me in a rapid way for what seemed three or four minutes, giving me suggestion after suggestion, which I could elaborate on with the men. He did the same thing with each of his assistants, the results of which beyond any doubt were invaluable. On being urged to go home, he said that he could do nothing there, that his boy was in the best of care and had everything that physicians and nurses could do. He remained with us the entire day. His son died that evening. I think there are few railroad men who have ever shown such devotion to duty and the service as this."

To leave wife and child in the very presence of Death was a frightful ordeal, but in





war-time a soldier, much more a commander, must often subordinate personal interests to the demands of the service, and the Puritan-Quaker, discerning the importance of the issue, was faithful to his trust.

In February, 1888, he was obliged to conduct a very bitter fight begun by the Brotherhoods of Locomotive Engineers and Firemen. These organizations, which had been treated with great consideration by all the railway companies and with actual servility by some, had become so powerful that they were ready to dictate, and in some cases did dictate, to the railroads many details of management. The officers of the Burlington Road and its directors decided that they could not meet the demands formulated by the Brotherhoods of Locomotive Engineers and Firemen, and compromise being impossible, Mr. Stone took charge of the bitterest fight which has ever been waged in this country between intelligent labor and a considerate employer. It has been thought by those not familiar with the subject that Mr. Stone was unpopular with the men, and that personal dislike had something to do with this strike. Such, however, is very far from the truth, for Mr. Stone



was really exceedingly popular with the very men who struck, and a large majority of them were adverse to a strike, but left their engines because they feared the power of their own organization. Stone, on the other hand, was not fighting a personal conflict, but a conflict of principle. The aspect of the case which presented itself to him was simply that he held a position of trust requiring him to look after the interests of the stockholders of the Company as represented by their directors and officers. He saw only too clearly the effect of considering the demands of the Brotherhood leaders, who had selected the Chicago, Burlington and Quincy railroad for their test battle. After the strike began and as the fight grew more desperate, the men, who saw their chances slipping away from them, became more and more vindictive, threatening, in their rage, to reach even the extremes of violence. The result of the conflict is too well known to need repetition, and while it is not possible to calculate just the effect of this hard-fought battle, certain it is that it was far-reaching on the railroads, on the employes and on the community. Stone was just the



man needed for the emergency ; he could not only say to the men, "Stop ! you have gone far enough," but he could prove to them that he meant it. The men learned that demands exceeding the bounds of reason could be successfully resisted—in other words, that they were not, as they had supposed, invincible. The community at large learned that labor leaders were made of the same clay as ordinary mortals, and that there were among them men utterly devoid of character, despicable, treacherous, self-seeking, and unscrupulous in the extreme. But for the experience of the Burlington Road in 1888, the railroads might not have stood together in 1894, and the violence of that conflict might have been much more widespread. It is generally conceded by railway men in this country that Henry Stone settled the question for many years to come in this country, whether the railways shall be dictated to by any organization, however praiseworthy its general object.

In September, 1888, six months after the strike, Mr. Stone was appointed Second Vice-President of the Chicago, Burlington and Quincy Railroad Company, and held that



position until May, 1890, when he left the railroad to take the presidency of the Chicago and Central Union Telephone Companies. He had for a number of years been increasingly interested in electrical work, and took hold of his new position with much zeal. Although the work was so entirely different from anything he had done before, he devoted himself to it with such application that he was soon recognized as an authority on telephone construction, maintenance and operation.

In October, 1891, Mr. Stone was elected a Director and a member of the Grounds and Buildings Committee of the World's Columbian Exposition. Mr. E. T. Jeffery resigned the chairmanship of the committee in the following spring, and Mr. Stone was elected to fill his place. He was also a member of the Committee on Transportation and of the Committee on Reference and Control. The latter was a court of last resort, where were settled all disputes between the national and the local commissions. The Council of Administration was organized late in the summer of 1892, and then became the governing body of the Exposition. Upon it devolved





the work of the committee of which Mr. Stone was a member, leaving him little to do officially. His influence in the Exposition was strongly felt as soon as he became a director. From the beginning, his confrères sought his counsel and were guided by his decisions. There were only two men in the local organization whose opinions had the weight of his, but neither was strong in quite the same direction. He was a remarkable organizer and administrator; luminous, exhaustive and convincing in analysis and summing-up, but at the same time crisp and terse in all he had to say or write. He grasped conditions surrounding the national commission, the local organization and his committees, with celerity and clearness; and he, more than any other man, managed to knit them together into final working shape.

The Grounds and Buildings Committee controlled the organization and design of the landscape, water supply and sewers, electric and steam power, transportation, buildings, the guard, fire department, janitors, and many other functions, including the final placing and caring for all of the exhibits. As head of the Grounds and Buildings Com-



mittee, his knowledge and experience were of the utmost value. Nearly all of the activities in the Exposition were in his department ; and it was during his administration that they were systematized and brought into order. This committee was much behind in its work when he became chairman ; so much so that the Chief of Construction and his forces were nearly discouraged, but difficulties disappeared like magic under Mr. Stone, and while he remained chairman business was dispatched with comprehensive firmness and decision. His idea of subordination was that a man must fill his place and not get out of it, and that the officers over him must not interfere with his functions ; consequently, during the period when the Exposition was being designed and built, he never made himself known in Jackson Park as an officer, but was careful to keep in the background, and to work through the executive officer who had command in that place. Many efforts were made to go over the head of the latter, but those who tried were invariably met with the remark : "I can't take up your case except through the Chief of Construction himself. If you have any com-



plaints to make or suggestions to offer, state them in writing to him, and he will bring them to the committee." He was a wise counselor and a steady backer. He felt his responsibility, but never unloaded it upon other people. His admonitions were few, his encouragements many and strong. He was in deep sympathy with the fine-art side of the work ; and the sculptors, painters and architects admired and loved him as a man not less than as an officer of the Exposition. The Chief of Construction expressly wishes his opinion to go on record that very much of the credit for the effectiveness of the organization in Jackson Park is due to Henry Stone because of his wise counsel and unwavering support, and that, in the retrospect of the Columbian Exposition, of the three figures looming above the rest, Henry Stone is chief.

Such had been his education—exercising and so strengthening the qualities which were doubly his by heredity. His mind had become an instrument of precision, with a comprehensive grasp upon minute details and unusual ability to group them along the lines of fundamental principles. It may be



that his sense of the importance of minutiae sometimes led him into undue punctiliousness. A man with his power of bringing things to pass is apt to become careless, even contemptuous, of the niceties of social usage, but Mr. Stone came to be an admirer of conventionalities, scrupulously exact in all matters of social form, taking delight in planning all the details of an occasion which, in itself, was comparatively unimportant. Yet this tendency also led him to new sources of enjoyment and culture. He first became interested in the symphony concerts, not so much because he loved music as because he reveled in the power of the conductor to subordinate and command instruments and men for the production of harmonious effect, and he grew enthusiastic over French literature because of its marvelous perfection of form and grace of expression. Yet polish only brought out the beauty of the heart of oak; the manner of a Frenchman was but a velvet glove on the iron hand of an Englishman. He would do his duty regardless of consequences to himself or others, and nothing could swerve him by so much as a hair's





breadth from what he believed to be the right path. Thus prepared, having learned to convert his indomitable and apparently inexhaustible energy into effective force, he was looking forward to a task which, as he confidently believed, would enlist all his strength, give scope to all his powers, and prove to be the real work of his life, when, without an instant's warning, the end came to all his hopes and plans, and he was gone, "leaving behind him the fame of the valiant and true soldier that has done his duty as he was bound to do."

In his pocket-book, after his death, were found the familiar lines of Browning, which he liked undoubtedly because they set forth his own ideals, made actual, so his friends attest, in his consistent attitude toward life and duty :

One who never turned his back, but marched breast  
forward,  
Never doubted clouds would break,  
Never dreamed, though right were worsted, wrong  
would triumph,  
Held we fall to rise, are baffled to fight better,  
Sleep to wake.



FAVORITE LINES  
FROM AN OLD SCRAP-BOOK.

*(The author is not known.)*

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For all of us who have communed truly with the  
past,  
Have many friends upon the farther shore  
We wot not of, and when we land, it is  
'Mongst older, more familiar, ones we stand  
Than those, the weeping ones, we leave behind.













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